

Red:

These are questions which I think are critical to this entire effort:

1. Is OTR to develop a training plan predicated on an executive development program or a more comprehensive personnel development program? Directives and comments from both ExDir-Comp. and DD/S have been ambivalent on this point.

2. What, specifically, are the managerial deficiencies OTR is being asked to rectify?

3. How reliable are the means used in the Agency for identifying and selecting supervisors, managers, and executives? What guidance and instruments are to be offered to the Career Services for improving this process?

4. At what stage of a professional officer's career should he be scrutinized for his managerial potential? By what means?

5. In terms of benefitting the Agency, should management training concentrate on:

- a. early payoff - targetting incumbent senior executives (GS-15/18)?
- b. long-term payoff - targetting midlevel officers (GS-13/14) at the threshold of branch chief and junior officers (GS-9/11) who are or about to be "first line supervisors"?

6. Have previous or existing professional development programs in the Agency been evaluated in terms of their relevance to the PMMP now being put forth for Agencywide implementation? In particular:

- a. Office of Communications long-standing program;
- b. DD/I "soners" program;
- c. Midcareer Executive Development Program.

7. In addition to imparting managerial theory and techniques to students, will OTR also be expected to provide some evaluation of a student's performance in management training? How can this be done?

8. Which Career Services desire to place more officers in the Midcareer Course than they are presently allowed?

9. Related to question (1) above, is the Midcareer Course to continue as an instrument of professional development or to be used as a vehicle for executive development?

10. As a follow-on to question (5) above, when and for how many students should OTR implement a new management training package?